



Goldfields Voluntary Regional Organisation of Councils

Strategic Plan 2026 – 2030



www.gvroc.com

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Chairperson's Message

The Goldfields-Esperance region is one of Western Australia's (WA) most significant economic and strategic regions, contributing strongly to mining, agriculture, tourism, freight, renewable energy, and regional communities.

Home to 58,646 people, the Goldfields Esperance region has:



Annual economic output
\$40.237 billion
 4.7% of \$852.9 billion output for WA



it supports 41,255 jobs
 2.82% of 1,461,090 jobs for WA

Gross Regional Product
\$14.326 billion
 3.1% of WA's Gross State Product of \$458.831 billion



Total value added by industries estimated at \$13.955 billion.
 3.2% of the \$441.364 billion value added in WA

The Goldfields Voluntary Regional Organisation of Councils (GVROC) exists to ensure that regional local governments work collaboratively to strengthen advocacy, improve service delivery, attract investment, and deliver long-term sustainable outcomes for our communities.

This Strategic Plan sets the direction for GVROC from 2026 to 2030. It reflects the collective priorities of member councils and responds to emerging regional challenges including housing shortages, climate resilience, infrastructure demands, workforce attraction, energy security, digital resilience, and community wellbeing.

The Plan moves GVROC toward a stronger implementation and accountability framework with measurable outcomes, regional collaboration, and coordinated advocacy to State and Federal Governments.



Cr Laurene Bonza
 GVROC Chairperson and
 President of Shire of Dundas



1. About GVROC

The Goldfield Voluntary Regional Organisation of Councils (GVROC) was established in 2007 through a Memorandum of Understanding between the nine-member local governments, with the overarching principle to develop an alliance of Local Governments in the Goldfields, who contribute and work together to ensure the sustainability of individual members.

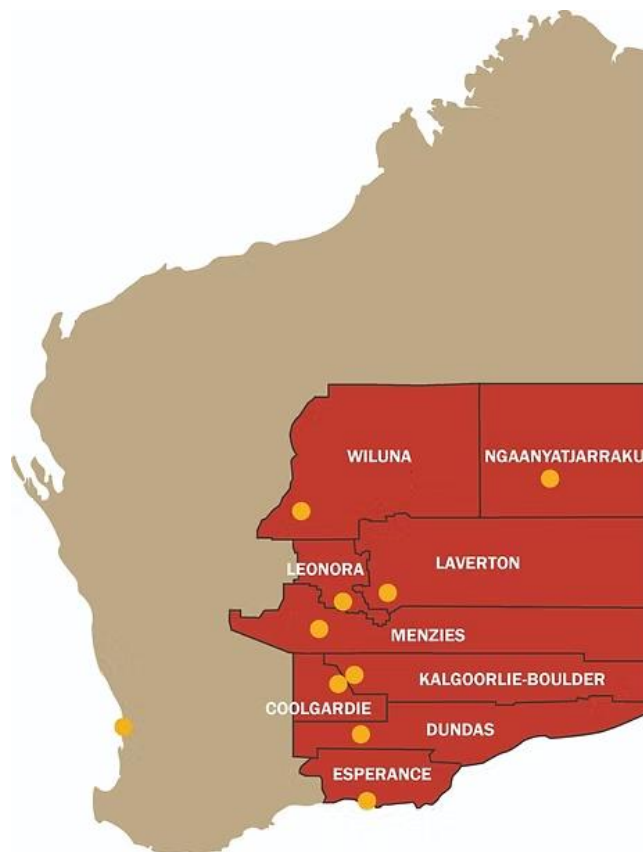
It consists of the:

- Shire of Coolgardie
- Shire of Dundas
- Shire of Esperance
- City of Kalgoorlie-Boulder
- Shire of Laverton
- Shire of Leonora
- Shire of Menzies
- Shire of Ngaanyatjaraku
- Shire of Wiluna

GVROC provides a coordinated regional voice focused on:

- Regional advocacy
- Infrastructure investment
- Shared services and collaboration
- Economic development
- Climate resilience
- Housing and workforce development
- Community sustainability

The Member Councils operate under an agreed Memorandum of Understanding (MOU) which outlines the general principles for its operation.



2. Regional Context

The Goldfields-Esperance region faces both significant opportunities and major structural challenges. Our region covers approximately one-third of Western Australia and includes some of Australia's largest mining operations, internationally significant biodiversity, nationally important transport corridors and extensive Aboriginal lands. While the region contributes substantially to the State economy, many communities experience significant challenges associated with remoteness, housing availability, workforce attraction and access to government services.

Key Regional Opportunities

- Critical minerals and renewable energy investment
- Expansion of regional freight and logistics corridors
- Tourism and visitor economy growth
- Aboriginal partnerships and land management initiatives
- Regional workforce attraction and migration programs
- Renewable energy and microgrid development

Key Regional Challenges

- Housing shortages and affordability
- Workforce shortages and service delivery pressures
- Climate impacts including drought, bushfire and flooding
- Energy reliability and rising utility costs
- Telecommunications and cyber resilience
- Community safety and social cohesion
- Withdrawal or centralisation of government services

3. GVROC Vision

To provide a unified regional alliance that delivers strategic advocacy, regional collaboration, infrastructure investment, and sustainable outcomes for the communities of the Goldfields-Esperance region.

4. GVROC Mission

To strengthen the sustainability, resilience, prosperity, and liveability of member communities through collaborative regional leadership, advocacy, and project delivery.

5. GVROC Values

Collaboration:	Working together to achieve stronger regional outcomes.
Leadership:	Providing a credible and united regional voice.
Innovation:	Encouraging innovative and practical regional solutions.
Accountability:	Operating transparently and responsibly.
Sustainability:	Supporting long-term economic, environmental and community resilience.

6. Strategic Priorities 2026–2030

Priority 1: Regional Leadership and Advocacy and Government Relations

Objectives

- To provide a strong, united and influential regional voice that advocates for the interests of member councils and its Goldfields Esperance communities to State and Federal Governments, industry and key stakeholders.
- Strengthen GVROC's role as the collective regional voice for the Goldfields-Esperance region.

Key Actions

- Develop and annually review a top ten Regional Advocacy Agenda identifying priority regional issues, projects and funding opportunities.
- Coordinate regional advocacy campaigns that leverage the collective influence of member councils and strategic partners.
- Maintain consistent and evidence-based messaging to ensure regional priorities are reflected in government policy, funding programs and legislative reform.
- Advocate against State and Federal Government cost shifting and unfunded legislative obligations impacting local government sustainability.
- Strengthen engagement and partnerships with WALGA, ALGA, GEDC, RDAGE, Native Title groups, industry and government agencies.
- Monitor emerging regional issues and coordinate timely regional responses and submissions.

Measures of Success

- Minimum of 3 coordinated regional advocacy submissions annually.
 - Annual advocacy agenda endorsed by all member councils.
 - Increased regional representation in State and Federal policy discussions.
 - Annual stakeholder engagement program implemented.
-

Priority 2: Infrastructure, Transport and Regional Investment

Objective

Support and advocate for strategic investment in regional infrastructure that enhances and strengthens regional connectivity, economic growth, liveability, resilience, service delivery. and community sustainability.

Focus Areas

- Roads of Regional Significance
- Freight and logistics infrastructure
- Rail and Airport infrastructure
- Water security infrastructure
- Waste management infrastructure
- Telecommunications and digital connectivity
- Renewable energy infrastructure

Key Actions

- Identify, prioritise and maintain a Regional Infrastructure Investment Pipeline for advocacy and funding purposes.

- Advocate for more State and Federal Government funding investment in roads, freight routes, rail infrastructure, Airport facilities, waste management infrastructure, telecommunications and community infrastructure.
- Support implementation of the Roads of Strategic Importance and regional freight network priorities.
- Advocate for improved digital connectivity, telecommunications coverage and emergency communications across the region.
- Support infrastructure projects that improve access to health, education, emergency services and economic development opportunities.
- Coordinate regional funding applications and investment attraction opportunities where multiple local governments benefit e.g. regional waste facility. Maintain a regional infrastructure priority pipeline.

Measures of Success

- Support or secure regional infrastructure funding applications exceeding \$100 million over the plan period.
 - At least 5 regionally endorsed infrastructure projects advanced by 2030.
 - Annual infrastructure advocacy report completed.
-

Priority 3: Sustainable Local Government and Regional Collaboration

Objective

To strengthen the sustainability, governance capability and operational effectiveness of member councils through collaboration, innovation and shared services.

Key Actions

- Maintain contemporary governance, financial management and policy frameworks for GVROC.
- Promote best-practice local government governance and leadership development.
- Investigate innovative technologies and service delivery models that improve efficiency and community outcomes.
- Explore and implement shared service opportunities that improve capability and reduce costs.
- Advocate for fair and sustainable funding models for regional and remote local governments.
- Support workforce attraction, retention and succession planning initiatives across member councils.

Measures of Success

- Establish at least 3 active shared-service or joint procurement initiatives by 2028.
 - Governance review completed by 2027.
 - Annual regional local government collaboration forum delivered.
-

Priority 4: Climate Resilience, Environment and Disaster Preparedness

Objectives

- To work collaboratively through the GVROC Regional Climate Alliance to improve each local governments resilience, sustainability and preparedness for future environmental and economic challenges.
- Coordinate regional climate adaptation and resilience initiatives through the GVROC Regional Climate Alliance.

Focus Areas

- Water security
- Bushfire resilience
- Flood preparedness
- Renewable energy
- Waste management
- Environmental restoration
- Carbon reduction opportunities

Key Actions

- Coordinate and secure funding for climate adaptation and mitigation projects across the region.
- Support implementation of the Goldfields-Esperance Climate Risk Assessment and Adaptation Plan.
- Advocate for improved regional water security, drought resilience and sustainable water management initiatives.
- Support renewable energy generation, energy storage, microgrid opportunities and energy reliability projects, and support green regional waste management infrastructure.
- Deliver regional greening, biodiversity and urban canopy initiatives, including implementation of the Goldfields Urban Greening Program.
- Support regional disaster resilience initiatives relating to bushfire, flooding, heatwaves and emergency management.
- Promote collaboration between local government, industry, Aboriginal organisations and the community on climate-related projects.

Measures of Success

- Deliver at least 4 funded regional climate projects by 2028.
 - Annual climate resilience reporting completed.
 - Increased participation in Regional Climate Alliance initiatives.
-

Priority 5: Housing, Liveability and Community Wellbeing

Objective

To support the delivery of housing, community infrastructure and services that improve liveability and support population growth and workforce attraction.

Key Actions

- Implement and regularly review the GVROC Housing Strategy and Housing and Land Audit Action Plan.
- Advocate for increased investment in government, social, affordable and workforce housing throughout the region.
- Identify land, planning and infrastructure barriers affecting housing delivery and advocate for solutions.
- Investigate innovative housing models, construction methods and funding opportunities suitable for regional and remote communities.
- Work collaboratively with government agencies, industry and community housing providers to accelerate housing delivery.
- Advocate for improved health, education, childcare and community services that support regional liveability.

Measures of Success

- Facilitate at least 2 regionally coordinated housing projects or funding applications by 2027.
 - Annual regional housing advocacy program delivered.
 - Regional housing data and land availability monitoring established.
-

Priority 6: Regional Economic Development, Natural Assets and Community Safety

Objective

To support sustainable economic growth, environmental stewardship and safe, resilient communities.

Key Actions

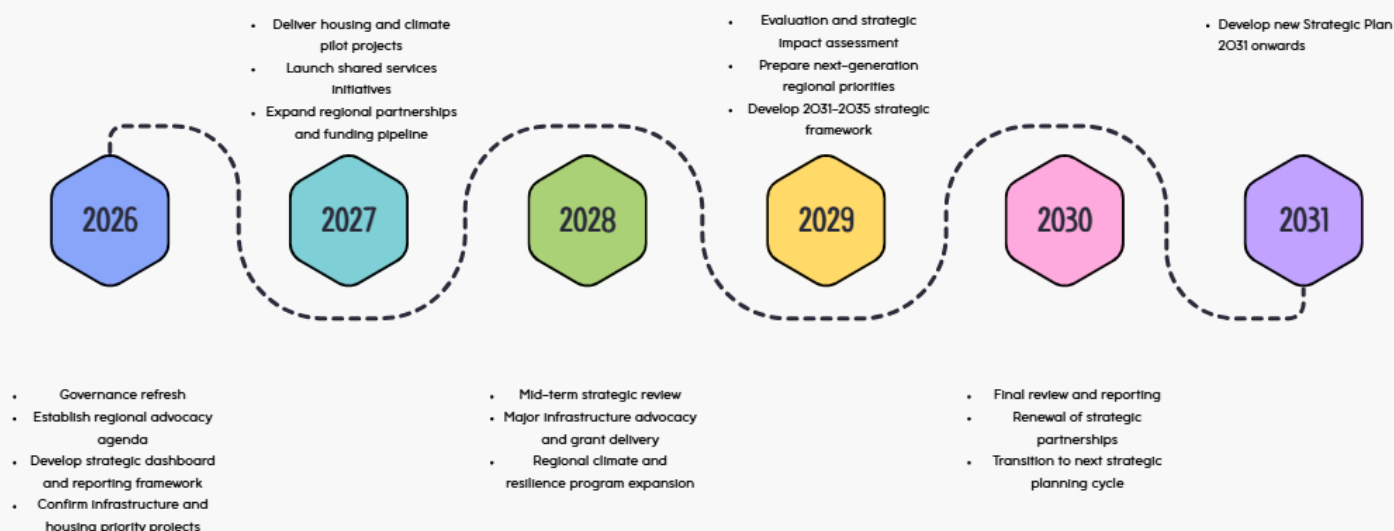
- Identify and promote strategic regional economic development opportunities.
- Support mining, agriculture, tourism, renewable energy and Aboriginal economic development initiatives.
- Advocate for investment in projects that create employment and diversify regional economies.
- Support regional programs addressing community safety, youth engagement, social cohesion and crime prevention.
- Promote sustainable management of natural assets including the Great Western Woodlands, biodiversity corridors and regional environmental projects.
- Support regional feral animal management and landscape restoration initiatives.

Measures of Success

- Annual regional safety and resilience forum delivered.
 - Improved collaboration with emergency management agencies.
 - Regional emergency and resilience priorities integrated into advocacy activities.
-

7. Implementation Roadmap

IMPLEMENTATION ROADMAP



8. Risk Management Framework

Strategic Risk	Impact	Mitigation
Housing shortages	Workforce attraction and service delivery impacts	Regional housing advocacy and development projects
Climate hazards	Infrastructure and community disruption	Climate adaptation and resilience projects
Water security	Economic and community sustainability risks	Regional water security advocacy
Energy reliability	Business and community impacts	Renewable energy and resilience initiatives
Workforce shortages	Reduced service capability	Workforce attraction initiatives
Government service withdrawal	Reduced regional accessibility	Coordinated advocacy
Cybersecurity threats	Operational disruption	Digital resilience and continuity planning
Transport disruption	Freight and economic impacts	Strategic transport advocacy

9. Monitoring and Reporting

GVROC will implement a formal monitoring and reporting framework to ensure accountability and transparency.

This framework will include:

- Annual strategic performance reporting
- KPI dashboard reporting
- Traffic-light status reporting
- Mid-term review in 2028
- Final evaluation in 2030

Each strategic priority will be assigned to a lead working group or member council representative.

10. Partnerships and Funding

Successful delivery of this Strategic Plan will rely on strong collaboration between:

- Member Councils
- State Government agencies
- Federal Government agencies
- WALGA
- GEDC
- RDAGE
- Aboriginal organisations
- Industry stakeholders
- Community organisations

Funding sources may include:

- Member contributions
- State and Federal grants
- Regional development funding
- Industry partnerships
- Climate and infrastructure funding programs

11. Conclusion

This Strategic Plan positions GVROC as a collaborative regional leadership body focused on delivering measurable outcomes for the Goldfields-Esperance region.

By working collectively, member councils can strengthen advocacy, improve regional resilience, attract investment, and support sustainable communities across the region through to 2030.



VISION: To provide a unified regional alliance that delivers strategic advocacy, regional collaboration, infrastructure investment, and sustainable outcomes for the communities of the Goldfields-Esperance region.

MISSION: To strengthen the sustainability, resilience, prosperity, and liveability of member communities through collaborative regional leadership, advocacy, and project delivery.

VALUES

Collaboration: Working together to achieve stronger regional outcomes.

Innovation: Encouraging innovative and practical regional solutions.

Sustainability: Supporting long-term economic, environmental and community resilience.

Leadership: Providing a credible and united regional voice.

Accountability: Operating transparently and responsibly.

PRIORITIES	OBJECTIVES	KEY ACTIONS	MEASURES OF SUCCESS
Priority 1 Regional Leadership, Advocacy and Government Relations	- To provide a strong, united and influential regional voice that advocates for the interests of member councils and its Goldfields Esperance communities to State and Federal Governments, industry and key stakeholders - Strengthen GVROC’s role as the collective regional voice for the Goldfields-Esperance region.	1.1 Develop and annually review a top ten Regional Advocacy Agenda identifying priority regional issues, projects and funding opportunities.	Minimum of 3 coordinated regional advocacy submissions annually.
		1.2 Coordinate regional advocacy campaigns that leverage the collective influence of member councils and strategic partners.	Annual advocacy agenda endorsed by all member councils.
		1.3 Maintain consistent and evidence-based messaging to ensure regional priorities are reflected in government policy, funding programs and legislative reform.	Increased regional representation in State and Federal policy discussions.
		1.4 Strengthen engagement with State and Federal Governments and advocate against cost shifting and unfunded legislative obligations impacting local government sustainability.	Annual stakeholder engagement program implemented
		1.5 Strengthen partnerships with WALGA, ALGA, GEDC, RDAGE, Native Title groups, industry and government agencies.	
		1.6 Monitor emerging regional issues and coordinate timely regional responses and submissions.	
Priority 2 Infrastructure, Transport and Regional Investment	To support and advocate for strategic investment in regional infrastructure that enhances and strengthens regional connectivity, economic growth, liveability, resilience, service delivery. and community sustainability.	2.1 Identify, prioritise and maintain a Regional Infrastructure Investment Pipeline for advocacy and funding purposes.	Support or secure regional infrastructure funding applications exceeding \$100 million over the plan period.
		2.2 Advocate for increased State and Federal Government funding investment in roads, freight routes, rail infrastructure, upgrades to regional Airport facilities, waste management, telecommunications and community infrastructure.	At least 5 regionally endorsed infrastructure projects advanced by 2030.
		2.3 Support implementation of the Roads of Strategic Importance and regional freight network priorities.	Annual infrastructure advocacy report completed.
		2.4 Advocate for improved digital connectivity, telecommunications coverage and emergency communications across the region.	
		2.5 Support infrastructure projects that improve access to health, education, emergency services and economic development opportunities.	
		2.6 Coordinate regional funding applications and investment attraction opportunities where multiple local governments benefit.	
Priority 3 Sustainable Local Government and Regional Collaboration	To strengthen the sustainability, governance capability and operational effectiveness of member councils through collaboration, innovation and shared services.	3.1 Maintain contemporary governance, financial management and policy frameworks for GVROC.	Establish at least 3 active shared-service or joint procurement initiatives by 2028.
		3.2 Promote best-practice local government governance and leadership development.	Governance review completed by 2027.
		3.3 Investigate innovative technologies and service delivery models that improve efficiency and community outcomes.	Annual regional local government collaboration forum delivered.
		3.4 Explore and implement shared service opportunities that improve capability and reduce costs.	
		3.5 Advocate for fair and sustainable funding models for regional and remote local governments.	
		3.6 Support workforce attraction, retention and succession planning initiatives across member councils.	
Priority 4 Climate Resilience, Environment and Disaster Preparedness	- To work collaboratively through the GVROC Regional Climate Alliance to improve each local government’s resilience, sustainability and preparedness for future environmental and economic challenges. - Coordinate regional climate adaptation and resilience initiatives through the GVROC Regional Climate Alliance.	4.1 Coordinate and secure funding for climate adaptation and mitigation projects across the region.	Deliver at least 4 funded regional climate projects by 2028.
		4.2 Support implementation of the Goldfields-Esperance Climate Risk Assessment and Adaptation Plan.	Annual climate resilience reporting completed.
		4.3 Advocate for improved regional water security, drought resilience and sustainable water management initiatives.	Increased participation in Regional Climate Alliance initiatives
		4.4 Support renewable energy generation, energy storage, microgrid opportunities and energy reliability projects and support green regional waste management infrastructure projects.	
		4.5 Deliver regional greening, biodiversity and urban canopy initiatives, including implementation of the Goldfields Urban Greening Program.	
		4.6 Support regional disaster resilience initiatives relating to bushfire, flooding, heatwaves and emergency management.	
Priority 5 Housing, Liveability and Community Wellbeing	To support the delivery of housing, community infrastructure and services that improve liveability and support population growth and workforce attraction.	4.7 Promote collaboration between local government, industry, Aboriginal organisations and the community on climate-related projects.	
		5.1 Implement and regularly review the GVROC Housing Strategy and Housing and Land Audit Action Plan.	Facilitate at least 2 regionally coordinated housing projects or funding applications by 2027.
		5.2 Advocate for increased investment in government, social, affordable and workforce housing throughout the region.	Annual regional housing advocacy program delivered.
		5.3 Identify land, planning and infrastructure barriers affecting housing delivery and advocate for solutions.	Regional housing data and land availability monitoring established.
		5.4 Investigate innovative housing models, construction methods and funding opportunities suitable for regional and remote communities.	
		5.5 Work collaboratively with government agencies, industry and community housing providers to accelerate housing delivery.	
	To support sustainable economic growth, environmental stewardship and safe, resilient communities.	5.6 Advocate for improved health, education, childcare and community services that support regional liveability.	
		6.1 Identify and promote strategic regional economic development opportunities.	Annual regional safety and resilience forum delivered.
		6.2 Support mining, agriculture, tourism, renewable energy and Aboriginal economic development initiatives.	Improved collaboration with emergency management agencies.
		6.3 Advocate for investment in projects that create employment and diversify regional economies.	Regional emergency and resilience priorities integrated into advocacy activities
Priority 6 Regional Economic Development, Natural Assets and Community Safety		6.4 Support regional programs addressing community safety, youth engagement, social cohesion and crime prevention.	
		6.5 Promote sustainable management of natural assets including the Great Western Woodlands, biodiversity corridors and regional environmental projects.	
		6.6 Support regional feral animal management and landscape restoration initiatives.	

Disclaimer

Information in this Strategic Plan is believed to be reliable and accurate at the time of preparation. The Goldfields Voluntary Regional Organisation of Councils advise that users of the information take responsibility for their own assessment of the information.

**Organisation
Details**

Organisation Type:	Other unincorporated entity
Entity Name:	Goldfields Voluntary Regional Organisation of Councils
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Preparation:

This document has been prepared by Mann Advisory on behalf of the Goldfields Voluntary Regional Organisation of Councils.